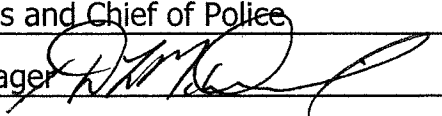




**CITY OF DUBLIN  
ADMINISTRATIVE ORDERS  
OF THE CITY MANAGER**

<b>ADMINISTRATIVE ORDER 2.29</b>	
<b>TO:</b>	Director of Human Resources and Chief of Police
<b>FROM:</b>	Dana L. McDaniel, City Manager 
<b>SUBJECT:</b>	Professional Standards/Requirements for the Selection of Police Communications Personnel
<b>DATE:</b>	December 13, 2016
<b>Supersedes and Replaces Administrative Order 2.29 Dated 10/03/2012 Regarding Same Subject.</b>	

**I. PURPOSE**

The purpose of this Administrative Order is to establish and communicate formal, professional standards/requirements, policies, and procedures for the selection of Police Communications Personnel. Specifically, this Administrative Order will:

- assign authority and responsibility for selection process administration;
- establish and describe a formal selection process;
- ensure that the selection process has validity, utility, and minimum adverse impact;
- ensure that selection process scoring, administration and evaluation are performed in a uniform manner and consistent matter;
- establish procedures for the storage and destruction of selection materials; and,
- require an annual evaluation of the selection process.

**II. SELECTION PROCESS ADMINISTRATION**

The Division of Human Resources will have the authority and responsibility for the administration of the selection process; however, the Dublin Police Department will have specific prerogatives concerning the selection process. These prerogatives include the identification of the specific needs of the Department; determination of the specific knowledge, skills, abilities, and other qualifications

for its positions; and the performance of background investigations and record checks on candidates for its positions. The City Manager will have the final authority to appoint all Police Communications personnel.

### **III. SELECTION PROCESS**

#### **A. Announcement/Advertisement & Applications**

1. The Division of Human Resources will prepare an announcement/advertisement publicizing the fact that the City of Dublin is seeking qualified candidates for the Communications Technician classification. The announcement/advertisement will contain information such as required minimum qualifications, certification requirements, rate of pay, deadline for application, and other relevant employment-related information deemed necessary by the Director of Human Resources, or his or her designee.
2. A general vacancy announcement will be publicized on the City of Dublin website ([www.dublinohiousa.gov](http://www.dublinohiousa.gov)) and information relative to the position/classification and the selection process will be provided to all candidates.
3. The recruitment announcement/advertisement will be publicized on the City of Dublin website at least ten (10) days.
4. Each candidate will be required to complete the online Employment Application. Without the completion of the online Employment Application, the candidate will not be given further consideration for employment with the City. Applicants who need an accommodation to complete the online Employment Application should contact the Division of Human Resources.
5. During this phase of the process, each candidate's application will be reviewed to determine whether or not he/she meets the required minimum qualifications. Each candidate will then receive notification of receipt of the application materials as well as his/her status with respect to his/her eligibility to participate in the Communications Technician Information Session.

#### **B. Communications Technician Information Session**

1. Applicants that are notified of their eligibility to participate in the hiring process will be required to attend a Communications Technician Information Session. This session will provide candidates with important information regarding the hiring process, training program, job requirements, and competencies to be a successful Dublin Communications Technician. This session is also designed to help the candidate become familiar with the demands of the position and provide them the opportunity to ask questions

of current staff.

### **C. CritiCall Assessment**

A CritiCall Assessment will be administered to all qualified candidates, who attend the mandatory Communications Technician Information Session. The assessment will be weighted by a factor of 30%. CritiCall is provided by The Biddle Consulting Group, a human resources consulting firm specializing in affirmative action, equal employment, testing & validation. Results of the CritiCall Assessment will be retained in written or electronic form for a period of time in accordance with the City's established retention schedule by the Division of Human Resources.

1. The purpose of this test will be to measure the candidate's abilities in the areas of problem solving, attention to detail, listening, data entry, multi-tasking and working under pressure.
2. In order to increase testing integrity, each candidate will be required to show at least one source of identification containing his/her picture at the time of the assessment.
3. The candidates finishing the assessment will be notified in writing of their score and their progression to the next phase of the selection process within twenty-one (21) days of the examination or completion of testing window, whichever is later. This notification will include a statement advising the candidate of whether he/she will progress to the next phase of the process.
4. At least the top ten (10) candidates that receive a passing score on the CritiCall Assessment will progress to the Structured Panel Interview phase of the hiring process.

### **D. Structured Panel Interview**

1. A structured panel interview will be administered for at least the top ten (10) candidates that receive a passing score on the CritiCall Assessment. The panel interview will be conducted at a designated time and place and each eligible candidate will receive advance written notification of such time and place. Each candidate's raw score from this structured panel interview shall be weighted at a factor of 70%. The panel interview will be conducted using valid, non-discriminatory procedures.
2. This interview will be conducted by representatives from the Northwest Emergency Communications Center, Division of Human Resources, and a representative from a partnering agency.

3. All elements of the structured interview will be standardized, including defined, uniform questions; defined, uniform rating criteria; and a defined uniform rating scale.

**E. Tabulation of Scores/Creation of Preliminary Eligibility List**

1. Upon completion of the Information Session, CritiCall Assessment, and Structured Panel Interview phases of the process, candidates will be placed on the Preliminary Eligibility List, as established by the Director of Human Resources, or his or her designee, in order of their combined weighted scores tabulated from the CritiCall Assessment and the Structured Panel Interview.
2. Continued eligibility will be conditional upon successful completion of the remaining components of the selection process as described in the remainder of this Administrative Order. Candidates who are disqualified during subsequent phases of the selection process will be removed from the Preliminary and/or Final Eligibility List(s).
3. The Preliminary and/or Final Eligibility List will be valid until completion of the current recruitment and selection process at which time vacancy(ies) have been filled. The Preliminary and/or Final Eligibility List may also be extended for an additional period of not more than six (6) months by order of the Director of Human Resources or the Chief of Police.

**F. Background Investigation & Record Check**

1. Each candidate will be required, at time of background investigation, to complete and submit a "Fair Credit Reporting Act Notification and Acknowledgement" form acknowledging that, as part of the City of Dublin's procedures for evaluating employment applications and for other employment purposes, including promotion, transfer, or retention during the term of employment, a consumer report may be obtained by the City. A consumer report may contain information bearing on credit worthiness, driving record, criminal record, character, general reputation, personal characteristics, or mode of living. By signing the Fair Credit Report Act Notification and Acknowledgement form, authorization is granted to the City to request a report(s) from a Consumer Reporting Agency to be used for employment related purposes, including hiring, promotion, transfer, or retention now or in the future.
2. A thorough and complete background investigation and record check will be initiated immediately as outlined below. The function of the background investigation and record check is to assist the City in reaching a determination regarding each candidate's suitability for employment as a Dublin Communications Technician.

The Director of Human Resources, or his or her designee, will initiate background investigation and record check procedures by forwarding to the Police Department, at minimum, the number of candidates' applications necessary to fill the current vacancy(ies) in rank order from the Preliminary Eligibility List.

3. Background investigations and record checks will be conducted by the Police Department or by an outside resource approved by the Chief of Police and the Director of Human Resources. Findings of the background investigation may be used in combination with the results of other phases of the process in determining whether a candidate should be disqualified from the process or should be given further consideration. The findings of the investigator may, also, themselves alone be used as a reason for disqualification from the process if the nature of these findings warrants disqualification.
4. The background investigator will be furnished with the application and other information pertaining to each given candidate.
5. The background investigation will consist of, but not be limited to, the following:
  - a. verification of the candidate's credentials, educational achievements, past and present employment, age, residence, U.S. citizenship or permanent residency status, and driver's license status;
  - b. interviews with past and present employers, neighbors, school officials, and personal references.
  - c. a review of each candidate's family history, criminal history, military history, employment history, gambling history, financial history and substance use or abuse history;
  - d. completion of an online personal history questionnaire; and,
  - e. a review of the candidate's publicly accessible social media postings.
6. The record check will consist of the following:
  - Each candidate's name will be entered into state and national computers for wants, arrest warrants and other records;
  - fingerprints will be taken for each candidate and submitted for state and federal screening; and,
  - a driver's abstract will be obtained for each candidate from the Ohio

Bureau of Motor Vehicles.

7. The following occurrences, incidents, events, conduct, or behaviors in a candidate's background may result in disqualification from the selection process:
- felony conviction;
  - admission of an adult offense defined as a felony in the Ohio Revised Code (ORC);
  - admission or conviction of a juvenile offense for any aggravated felony as defined by the ORC;
  - fraudulent activity (i.e. filing fraudulent insurance claims or fraudulent applications for Worker's Compensation, welfare, unemployment compensation, or other public assistance programs);
  - conviction as an adult for M-1 or M-2 misdemeanors as listed in the ORC;
  - conviction as a juvenile for M-1 or M-2 misdemeanors as listed in the ORC (does not include traffic or minor misdemeanors);
  - conviction of any article of the Uniform Code of Military Justice that would be equivalent to a felony under the ORC;
  - illegal use or sale of controlled substances and/or conviction for control substance violations;
  - abuse of alcohol and/or chemical agents/solvent-based substances;
  - a pattern of theft offenses or admission of such a pattern;
  - conviction of a gambling offense ("gambling" as defined by federal, state or local law);
  - engaging in the promotion of illegal gambling activity wherein the applicant gains a financial benefit;
  - verified or admitted physical or emotional abuse of one's spouse, ex-spouse, child, stepchild, parent or any other relative or person with whom one has lived or has had a relationship;
  - non-compliance with a court order or legal contract to provide child support, alimony, or other financial responsibility determined by a finding of any court of law;

- intentional violation of any protective or temporary restraining order as determined by a court of law;
  - verified or admitted sexual abuse of one's spouse, ex-spouse, child, stepchild, parent, or other relative or person with whom one has lived or has had a relationship;
  - verified or admitted sexual abuse or sex crimes involving someone not related to the candidate;
  - poor work record, especially a discharge or resignation in lieu of discipline from a criminal justice occupation;
  - poor driving record (i.e. numerous accidents or numerous convictions for moving traffic violations, suspension of driver's license);
  - numerous debts which are not being regularly paid-off;
  - providing materially or substantially inconsistent responses regarding the candidate's record and information disclosed by the candidate
  - failure to disclose or acknowledge requested information on the part of the applicant during any portion of the background investigation;
  - failure or refusal to answer or respond to oral or written questions during any phase of the selection process; and,
  - any other related and/or similar occurrences, incidents, events, conduct, or behaviors that would be unacceptable or undesirable in a Communications Technician given the nature of the duties and responsibilities inherent to the position.
8. After the background investigation is completed and the results reviewed and analyzed for each candidate by the Background Investigator, he/she will submit an investigative report on each candidate to the Chief of Police and the Director of Human Resources, or his or her designee, for review and consideration.
9. The candidates who have successfully participated in and completed all selection process components leading up to the final interview stage of the selection process detailed in Section F will be placed on a Final Eligibility List.
10. If, due to background investigation and record check procedures, a certain number of candidates on the Final Eligibility List are disqualified, they may be replaced with an equal number of candidates, in rank order, from those candidates whose background investigation has not been initiated from the

Preliminary Eligibility List. These candidates may then begin to be processed through the background investigation and record check phase of the process.

11. Any decision to disqualify a candidate during the background investigation phase will be based on the substance of the background investigation and record check relative to valid, job-related considerations.

**F. Final Interviews with Director of Human Resources, or his or her designee, the Chief of Police, and Civilian Bureau Commander**

1. After the completion of the previous selection process components, the Director of Human Resources, or his or her designee, Chief of Police, and the Civilian Bureau Commander will interview and consider at least the three highest ranking candidates from the current Final Eligibility List.

As a result of these interviews, the Chief of Police may select one of those candidates for each available vacancy. If multiple vacancies exist, the Director of Human Resources, or his or her designee, the Chief of Police, and the Civilian Bureau Commander will interview at least the number of candidates necessary to fill the multiple vacancies. The Chief of Police may consider any one of the candidates interviewed for selection.

NOTE: In the event a vacancy becomes available when less than three (3) candidates remain on the Final Eligibility List, a new recruitment and selection process may then be initiated. Should a vacancy(ies) exist on the Final Eligibility List, the City reserves the right to pull candidates from the Preliminary Eligibility List to move forward to the next phase of the selection process.

2. Should a candidate from the Final Eligibility List be considered but not selected for two vacant positions, the Director of Human Resources, or his or her designee, or the Chief of Police will have the authority to disqualify said candidate from future consideration and remove that candidate's name from the existing Final Eligibility List and the Preliminary Eligibility List, in which case, the Director of Human Resources, or his or her designee, will notify the candidate in writing stating the reason for his/her disqualification and removal from the Final and Preliminary Eligibility Lists. The decision of the Director of Human Resources, or his or her designee, or the Chief of Police to disqualify said candidate from future consideration and to remove said candidate's name from the Final and Preliminary Eligibility Lists will be final.
3. If, during or after the final interview, the Director of Human Resources, or his or her designee, learns that a candidate has misrepresented his/her qualifications, skills, abilities, prior employment history, etc. or in general has been dishonest, and the subject of the misrepresentation or dishonesty



is subsequently verified, the Director of Human Resources, or his or her designee, will have the authority to disqualify the candidate from future consideration and to remove said candidate's name from the existing Final and Preliminary Eligibility Lists, in which case, the Director of Human Resources, or his or her designee, will notify said candidate in writing stating the reason for his/her disqualification and removal from the Final and Preliminary Eligibility Lists. The decision of the Director of Human Resources, or his or her designee, or the Chief of Police to disqualify said candidate from future consideration and to remove said candidate's name from the Final and Preliminary Eligibility Lists will be final.

#### **G. Conditional Offer of Employment**

1. Candidates selected for available vacancies in accordance with the procedures identified in this Administrative Order, will be extended (both verbally and in writing) a conditional offer of employment and, at that time, be advised that they will be appointed based on the condition that they pass a polygraph examination, psychological evaluation, a drug test with acceptable results, a full background investigation, and that their appointments would be probationary in nature for a period of at least one (1) year. At the time the verbal conditional offer is made, the representative of the City extending such offer will cover a checklist of all elements of the offer, including all employee benefits for which the candidate would be eligible upon appointment.

#### **H. Polygraph Examination**

1. A polygraph examination will be conducted on each candidate to whom a conditional offer of employment has been extended.
2. The subject areas to be explored by the polygraph examiner during the examination will include employment history, general background, personal conduct, childhood, educational history, illegal drug use, criminal activity resulting from illegal drug use, criminal activity resulting from alcohol use, gambling activity, driving history, military history, conviction record (juvenile and adult), general criminal activity, theft, fighting, and criminal sexual activity.
3. Admissions concerning inappropriate or illegal conduct/behavior made during the polygraph examination will be scrutinized for the purpose of determining the candidate's continued eligibility.
4. The candidate may or may not be advised of the results of the polygraph by the examiner upon completion of the exam.
5. A finding regarding whether the candidate has been truthful during the polygraph exam will not be used as a single determinant of continued

eligibility. However, deception to relevant questions during any part of the polygraph exam that is corroborated by other investigative means may be used as the basis for disqualification.

6. Any decision to disqualify a candidate will be based on the substance of the polygraph examination relative to valid, job-related considerations.

## **I. Psychological Evaluation**

1. A psychological evaluation will be conducted on each candidate to whom a conditional offer of employment has been extended. The purpose of this psychological evaluation will be to determine whether the candidate possesses the appropriate, acceptable, or desirable psychological, emotional, and personality profile, characteristics, traits, qualities, attributes, tendencies, etc. to perform the essential functions of the Communications Technician position within the Police Department and with no direct threat to the candidate's own health or safety or that of others.
2. Each candidate will be administered a variety of psychological tests and participate in a variety of procedures and exercises, the purpose of which will be to identify a variety of personality, emotional, and psychological characteristics, traits, qualities, attributes, tendencies, etc. Candidates who possess identifiable personality, emotional, and psychological characteristics, traits, qualities, attributes, tendencies, etc. which, in the judgement of the City's consulting psychological or psychiatric professional and/or the Chief of Police and Director of Human Resources, reflect a significant potential for unacceptable or undesirable performance of the essential functions of the job or would pose a direct threat to the candidate's own health or safety or that of others, may result in a revocation of the conditional employment offer. In particular, the following characteristics, traits, qualities, attributes, tendencies, etc. are considered to be unacceptable, undesirable, or inappropriate, and may result in revocation of a conditional employment offer:
  - anti-social behavioral patterns and attitudes;
  - "quick temperedness";
  - inability/unwillingness to accept super-vision and to carry out orders of a superior;
  - lack of compassion, sympathy;
  - low level of self-esteem or confidence; or an inordinately high level of same;
  - deceptiveness in answering questions;

- inability to accept constructive criticism;
  - inability to deal with verbal abuse in a proper and effective manner;
  - inability to deal effectively with the stress inherent to police work;
  - racial/sexual prejudice; and,
  - other related and/or similar traits, tendencies, characteristics, qualities, or attributes that would be unacceptable, undesirable, or inappropriate in a Communications Technician given the duties and responsibilities inherent to the position.
3. The purpose of administering a variety of psychological tests and having each candidate participate in a variety of procedures and exercises is to, furthermore, determine whether each candidate has the ability to endure the stress associated with the nature of the job.
  4. The psychological evaluation will be conducted by qualified psychological or psychiatric professionals.

#### **J. Drug Testing**

1. Each candidate, to whom a conditional offer of employment is extended, will be required to submit to and pass a urinalysis to detect the presence of illegal drugs , including cannabis, cannabis derivatives, and cannabinoids, or legal drugs which may have been obtained and used illegally, in his/her system.
2. It is the policy of the City not to appoint any candidate who does not consent to a drug test, any candidate who engages in conduct which obstructs the testing process, or whose test results are confirmed to be positive for the presence of illegal drugs, including cannabis, cannabis derivatives, and cannabinoids, or legal drugs for which the candidate cannot submit sufficient proof that such drugs were legally obtained or used.
3. At the time of application and prior to the testing of any candidate, the candidate will be advised that a drug test is a required part of the City's selection process and that said test will be administered only after the extension of a conditional offer of employment; that after the extension of said conditional offer, he/she will be required to submit to and pass such a test in order to be appointed; that the test will screen for the presence of drugs in his/her bodily fluids; that he/she will be provided the opportunity to identify any recent legally prescribed drug use which might be detected in the test results (such explanation will be sought and accepted only after

the candidate has been extended a conditional offer of employment); and that he/she is required to sign the Pre-Employment Drug Testing Consent Section of the Application Form, which includes consent that notice of the test results will be provided to City of Dublin personnel.

4. Each candidate to whom a drug test is administered will be notified of the test results and be advised whether he/she will be disqualified due to said results. Any explanation a candidate may have as to why a positive test result was obtained will be carefully considered.
5. Drug testing will be conducted in the following manner:
  - a. No candidate will be administered a drug test until he/she has been extended a conditional offer of employment; the conditional nature of the offer will be that appointment is contingent upon passage of a drug test.
  - b. After notifying a candidate that he/she will be appointed contingent upon passage of a drug test, and only after he/she has consented to testing, he/she will be directed to an authorized collection site where, after showing proper identification, a urine specimen will be collected. Sites authorized for the collection of specimens will be selected at the sole discretion of the Director of Human Resources.
  - c. The specimen will then be forwarded to a D.H.H.S (Department of Health & Human Services) certified laboratory for testing and analysis. Laboratories selected for testing and analysis will be selected at the sole discretion of the Director of Human Resources.
  - d. In screening for the presence of drugs, generally accepted screening procedures will be used and the threshold level for determination will be established in accordance with generally accepted medical procedures and existing laws and/or regulations. If the presence of drugs is found in the specimen, that specimen will be submitted for further verification (confirmatory) testing.
  - e. After the initial screening and confirmatory screening, if applicable, has been completed, the results will be provided to the Director of Human Resources, or his or her designee.

#### **K. Unconditional Offer of Employment**

1. Upon passage of the required polygraph examination, psychological evaluation, and drug test, the Division of Human Resources will notify each selected candidate (both verbally and in writing) that the above referenced conditions have been satisfied and that the offer is unconditional in nature.

2. A start date will then be identified for each selected candidate and notification of such will be provided to the Police Department, the Department of Finance, and the Department of Information Technology.

**L. Appointment & Probationary Period**

1. Upon acceptance of the City's employment offer by the selected candidate, the candidate will be appointed to the position in a probationary status for a period of at least one (1) year from date of such appointment.
2. The purpose of the probationary period is to provide the new employee with the opportunity to demonstrate that he/she has the knowledge, skills, abilities, work habits and other attributes necessary to obtain "regular" employment status.
3. An employee will be retained beyond the probationary period and granted "regular" status only if the performance of the employee has been determined to be "satisfactory". Under certain circumstances, the probationary period may be extended, but only for valid reasons, only after approval of the City Manager, and only for a specified period of time. The probationary period will not be extended indefinitely. If a probationary employee's performance is deemed "unsatisfactory", at any point during his/her probationary period the employee may be dismissed from his/her position and will have no internal appeal rights.

**IV. SELECTION PROCESS VALIDITY, UTILITY, ADVERSE IMPACT**

The selection process will include elements/components which have validity, utility, and minimum adverse impact and are designed to achieve equal opportunity of employment at all levels within the City.

**V. ADVERSE IMPACT - MINIMIZED**

It will be the policy of the City of Dublin to minimize adverse impact in the selection process.

**VI. ADVERSE IMPACT - DOCUMENTATION**

It will be the policy of the City of Dublin to maintain, on file, records and data used to monitor adverse impact in the Communications Technician Selection Process.

**VII. SELECTION PROCESS: WRITTEN TESTING**

Any written tests utilized as part of the selection process for the position of Communications Technician will have validity, utility, and minimum adverse impact.

**VIII. SELECTION PROCESS: OUTSIDE ADMINISTRATOR**

All elements of the selection process administered or provided by a private-sector organization or vendor will meet requirements of validity, utility, and minimum adverse impact.

**IX. SELECTION PROCESS UNIFORMITY**

It will be the policy of the City of Dublin that all elements of the selection process be administered, scored, evaluated, and interpreted in a uniform and equitable manner.

**X. SELECTION PROCESS EVALUATION**

It will be the policy of the City of Dublin to, whenever possible, require that personnel representative of race, sex, and ethnic groups in the community, be included in carrying out the requirements of Section IX above.

**XI. SELECTION MATERIAL STORAGE**

Selection materials will be stored in a secure area when not in use, and only those persons with a "right to know" will be granted access to the materials.

**XII. SELECTION MATERIAL DISPOSAL**

It will be the policy of the City of Dublin that whenever selection material is to be disposed, it will be disposed of in accordance with the established record retention/destruction schedule approved by the City Records Commission and will be disposed of in the specified manner by the City Records Commission.

**XIII. SELECTION PROCESS EVALUATION**

- A. The entire selection process will be evaluated annually in terms of its effectiveness in selecting the best qualified and most suitable candidates in a fair and equitable manner. All circumstances concerning the evaluation of validity, utility, and adverse impact should be considered in determining when one or more components of the selection process is outdated. This would include a review of the most recent literature and case law on selection, equal employment opportunity, and related selection issues.
- B. A committee comprised of the Chief of Police, Director of Human Resources, or his or her designee, and Civilian Bureau Commander will evaluate the process and make appropriate changes.